THE LEADERSHIP ENGINE

HOW WINNING COMPANIES BUILD LEADERS AT EVERY LEVEL

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THE LEADER-DRIVEN ORGANIZATION

WINNING IS ABOUT LEADERSHIP

- WINNING ORGANIZATIONS HAVE LEADERS AT ALL LEVELS
- PRODUCING THOSE LEADERS IS WHAT SEPARATE THE WINNERS FROM THE LOSERS

LEADERS HAVE IDEAS, VALUES, ENERGY AND EDGE

- IDEAS AND VALUES GUIDE THEIR DECISIONS
- ENERGY AND EDGE GET THEM IMPLEMENTED

WITHOUT LEADERS, ORGANIZATIONS STAGNATE

- THEY CAN’T KEEP PACE WITH CHANGING MARKETS
- THEY DON’T ADD SHAREHOLDER VALUE

WHY ARE LEADERS IMPORTANT

LEADERS MANAGE THROUGH TIMES OF CHANGE

- THEY DETERMINE DIRECTION
- THEY MOVE ORGANIZATIONS FROM WHERE THEY ARE TO WHERE THEY NEED TO BE

LEADERS MAKE THINGS HAPPEN

- THEY SHAPE THE CULTURE
- THEY USE THE MANAGEMENT TOOLS

LEADERS ARE REVOLUTIONARIES

- THEY FACE REALITY AND MOBILIZE APPROPRIATE RESPONSES
- THEY ENCOURAGE OTHERS TO DO THE SAME

LEADERSHIP AND THE TEACHABLE POINT OF VIEW

GREAT LEADERS ARE GREAT TEACHERS

- THEY ACCOMPLISH THEIR GOALS THROUGH THE PEOPLE THEY TEACH
- THEY TEACH OTHERS TO BE LEADERS, NOT FOLLOWERS

WINNING LEADERS MAKE TEACHING A PERSONAL PRIORITY

- THEY CONSIDER TEACHING ONE OF THEIR PRIMARY ROLES
- THEY USE EVERY OPPORTUNITY TO LEARN AND TEACH

WINNERS HAVE A TEACHABLE POINT OF VIEW

- THEY HAVE CLEAR IDEAS AND VALUES, BASED ON KNOWLEDGE AND EXPERIENCE
- THEY ARTICULATE THOSE LESSONS TO OTHERS

PAST AS PROLOGUE LEARNING FROM EXPERIENCE

WINNING LEADERS DRAW FROM THEIR PASTS

- EVENTS EARLY IN LIFE SHAPE LESSONS THAT THEY USE IN THE FUTURE
- THEY CONSCIOUSLY CAPTURE THESE LESSONS AND USE THEM AS GUIDES

LEADERS STORIES REVEAL THEIR TEACHABLE POINTS OF VIEW

- TOM TILLER'S GRANDFATHER TAUGHT HIM "YOU GOTTA TRY"
- FIDEL CASTRO TAUGHT ROBERTO GOIZUETA TO TAKE RISKS

EVERYONE HAS A USABLE PAST: LEADERS JUST USE THEIRS BETTER

- LEADERS RECOGNIZE THE DEFINING MOMENTS IN THEIR LIVES
- THEY COMMUNICATE THE LESSONS THROUGH WORDS AND ACTIONS

THE HEART OF LEADERSHIP

WINNING ORGANIZATIONS ARE BUILT ON CLEAR IDEAS

- QUANTUM IDEAS SET A DIRECTION FOR EVERYONE
- INCREMENTAL IDEAS ARE ABOUT STRATEGY, STRUCTURE AND IMPLEMENTATION

LEADERS MAKE SURE THE IDEAS ARE CURRENT AND APPROPRIATE

- THEY ASSESS CHANGING REALITIES AND AMEND THE IDEAS AS NECESSARY
- THE IDEAS LEAD TO SIGNIFICANT ADDED VALUE

IDEAS ARE THE FRAMEWORK FOR ACTIONS AT ALL LEVELS

- THEY PROVIDE A CONTEXT FOR EVERYONES DECISION MAKING
- THEY MOTIVATE PEOPLE TOWARD A COMMON GOAL

VALUES-SPEAKING WITH WORDS AND ACTION

WINNING ORGANIZATIONS HAVE STRONG VALUES

- THESE VALUES DEFINE DESIRABLE BEHAVIORS
- THEY SUPPORT THE ORGANIZATIONS CENTRAL GOALS

WINNING LEADERS LIVE THE VALUES-PRIVATELY AND PUBLICLY

- THEIR PERSONAL CONDUCT EMBODIES THE VALUES
- THEIR ACTIONS REINFORCE THE VALUES ON OTHERS

VALUES ARE A KEY COMPETITIVE TOOL

- THEY ARE THE FABRIC OF THE CORPORATE CULTURE
- THEY PROVIDE THE INSTINCTIVE GROUNDING FOR SMART ACTIONS

MAKE IT HAPPEN-GETTING ENERGY OUT OF EVERYONE

WINNING LEADERS ARE HIGH-ENERGY PROPLE

- THEY ARE FOCUSED AND DETERMINED
- THEY LIKE CHALLENGES AND ENJOY THEIR WORK

WINNING LEADERS CREATE ENERGY IN OTHERS

- THEY MOTIVATE WITH THEIR ENTHUSIASM AND ACTIONS
- STRETCH GOALS INSPIRE AMBITIOUS EFFORT

TIMES OF TRANSITION = TEACHABLE MOMENTS

- THE LEADERS SPECIALTY: TURNING NEGATIVE ENERGY TO POSITIVE USES
- IF THEY DON’T HAVE A PROBLEM TO BE FIXED, THEY CREATE ONE

EDGE-THE COURAGE TO SEE REALITY AND ACT ON IT

WINNING LEADERS NEVER TAKE THE EASY WAY OUT

- THEY FACE THE HARD FACTS AND MAKE THE TOUGH CALLS
- RISK AND PAIN DON'T DETER THEM

CATEGORIES OF EDGE

- PORTFOLIO-PURSUING NEW BUISNESSES AND ABANDONING OLD ONES
- PEOPLE-PROMOTING RISK-TAKERS AND CONFRONTING FAILURES

EDGE ISN'T CRUEL, IT'S HONEST

- WINNING LEADERS PURSUE THE TRUTH AND CAN EXPLAIN IT TO OTHERS
- WITHOUT EDGE, EXPEDIENCE WINS OVER NECESSITY

TRYING IT ALL TOGETHER-WRITING YOUR LEADERSHIP STORY

WINNING LEADERS PORTRAY THE FUTURE AS AN UNFOLDING DRAMA

- THEY TELL STORIES THAT ENGAGE FOLLOWERS EMOTIONALLY AND RATIONALLY
- THE STORIES WEAVE TOGETHER IDEAS, VALUES AND MODES OF BEHAVIOR

WINNERS STORIES CREATE SCENARIOS FOR SUCCESS

- THEY BUILD THE CASE FOR ORGANIZATIONAL CHANGE
- THEY DESCRIBE A WINNING FUTURE

LEADERS STORIES ARE DYNAMIC AND MOTIVATING

- THEY CAST WORKERS AS PROTAGONISTS WHO MAKE CHANGE HAPPEN
- THEY GUIDE PARTICIPANTS TO IDENTIFY THEIR OWN ROLES

CONCLUSION-LEADING INTO THE FUTURE

WINNING LEADERSHIP IS ABOUT BUILDING FOR THE FUTURE

- IN THE SHORT TERM, LEADERS PREPARE ORGANIZATIONS TO RESPOND TO CHANGE
- FOR THE LONG TERM, THEY CREATE ORGANIZATIONS THAT CAN SUSTAIN SUCCESS

SUCCESS IS ACHIEVED BY DEVELOPING OTHER LEADERS

- COMPANIES WITH THE MOST LEADERS ARE THE MOST AGILE AND EFFECTIVE
- THE LEGACY OF WINNING LEADERS IS OTHER WINNING LEADERS

THE BEST LEADERS KNOW WHEN ITS TIME TO LEAVE

- THEY DON'T HANG ON WHEN IT'S TIME FOR THE NEXT GENERATION TO TAKE OVER
- THEY EXIT CLEANLY AND LET NEW LEADERS LEAD